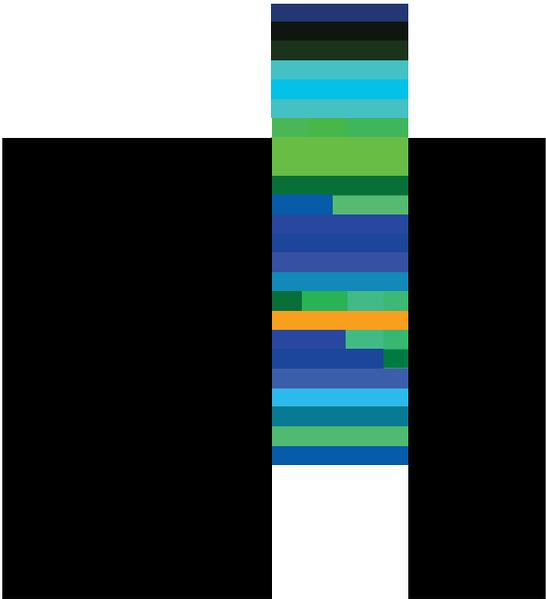


SuccessFinder Profile Insights

Brad Pitt

ABC Company - SuccessFinder Trial

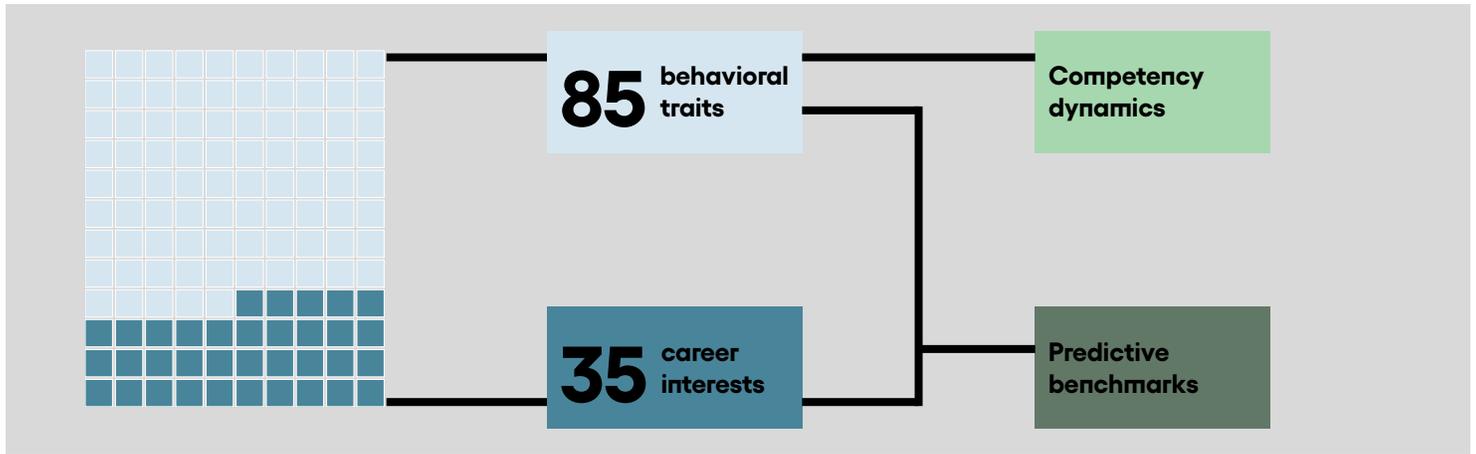


What is SuccessFinder

1 single assessment

120 data points

Millions of unique combinations



The objective

We empower you to understand your behavioral "DNA" & deliver relevant insights to unlock your potential



Less Instinct.
More Insight.

People are complex and unique individuals. We do not classify them into a handful of color groups but rather

we capture and decode that complexity to deliver predictive people insights for confident decisions.

How your SuccessFinder profile is related to behaviors

Measured by SuccessFinder

Natural propensity

Your foundation: your naturally preferred behavioral style (propensity to do a behavior) that anchors you and is stable over time.



What you have the most control over

Knowledge, skills, abilities

What you can intentionally change/ improve
How you "flex" your muscle to build on or regulate your natural propensity.



Context/ environment

What can influence you
The factors that can limit or encourage certain behaviors.



Observable behaviors

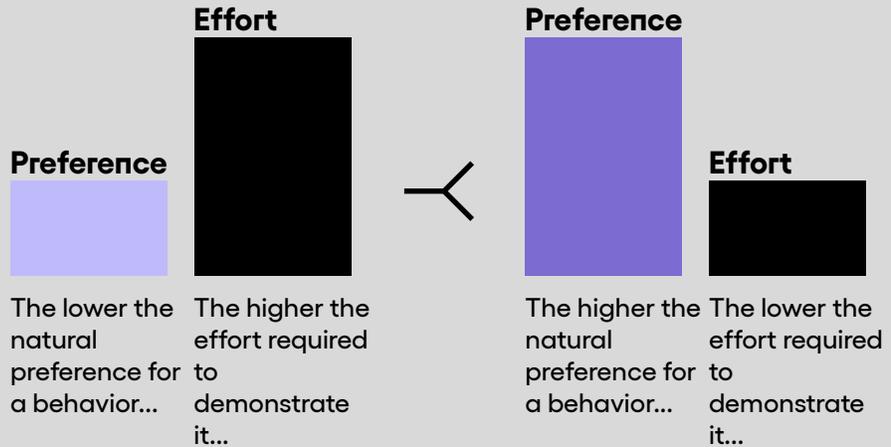
The outcome
The way you act or conduct yourself (actions) that others can see and that lead to concrete outcomes (i.e., performance).

How to navigate this report & interpret results

Preference ≠ ability

There are no good or bad profiles, no good or bad preference levels.

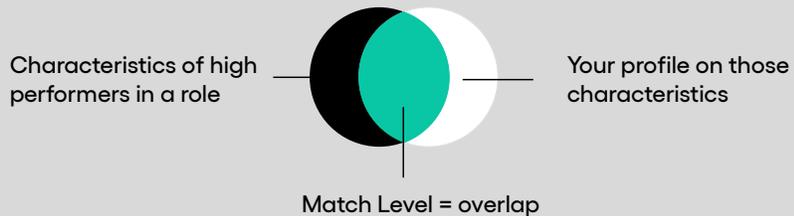
Individuals have the ability to do all the behaviors measured by SuccessFinder, but some will be easier to demonstrate than others (like writing with your left hand if you're right-handed).



Match = resemblance to a success profile

We compare your profile to success profiles to predict performance and satisfaction.

We don't take into account your experience or past performance in a role.



The amount of overlap (shared preferences) determines match level.

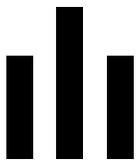
Less overlap = low match

Few shared characteristics. Job requires your less natural/less preferred style.

More overlap = strong match

Many shared characteristics. Job feels like it was made for you because it feels so natural to do.

Here are the sections included in this report:



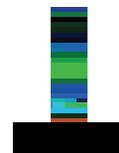
Summary of profile insights



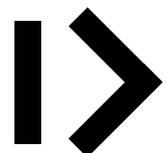
Talent Profile



Ladder of Leadership



Role Fit



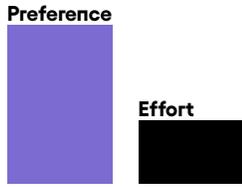
Take Action

Summary of profile insights

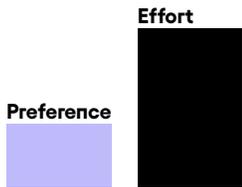
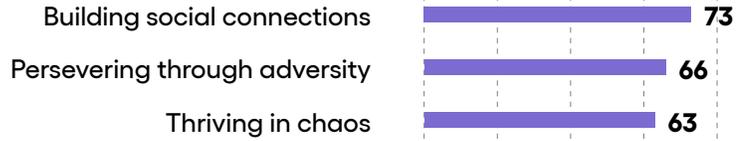
asdf

This is a quick overview of results from the other sections in this report.

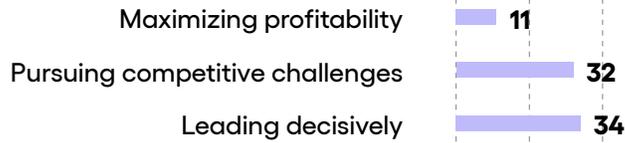
Talent Profile | Global competency insights



Higher natural preferences for



Lower natural preferences for



Predictive Insights | Talent Profile in context

Summary of predicted match with specific levels (Ladder of Leadership)

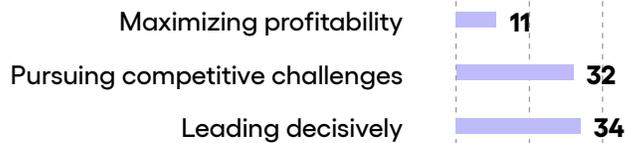
- Strong match for First/ intermediate-level
- Strong match for Senior-level

Summary of predicted match with specific roles (Role fit)

- Strong match for **Head of Regional Sales**
- Strong match for **IT Specialist**
- Strong match for **Account Manager, Client Success**

Take Action | Development guide on targeted competencies

To maximize success, focus on:





Talent Profile | A comprehensive competency model

Competencies are a combination of traits that describe a behavioral style that is greater than the sum of its parts. They are more complex behaviors.

Here's an example:

The competency

Facilitating consensus

defined as preferring to work in teams, to be compromising, democratic, sensitive and understanding toward others.

happens when...

Empathy

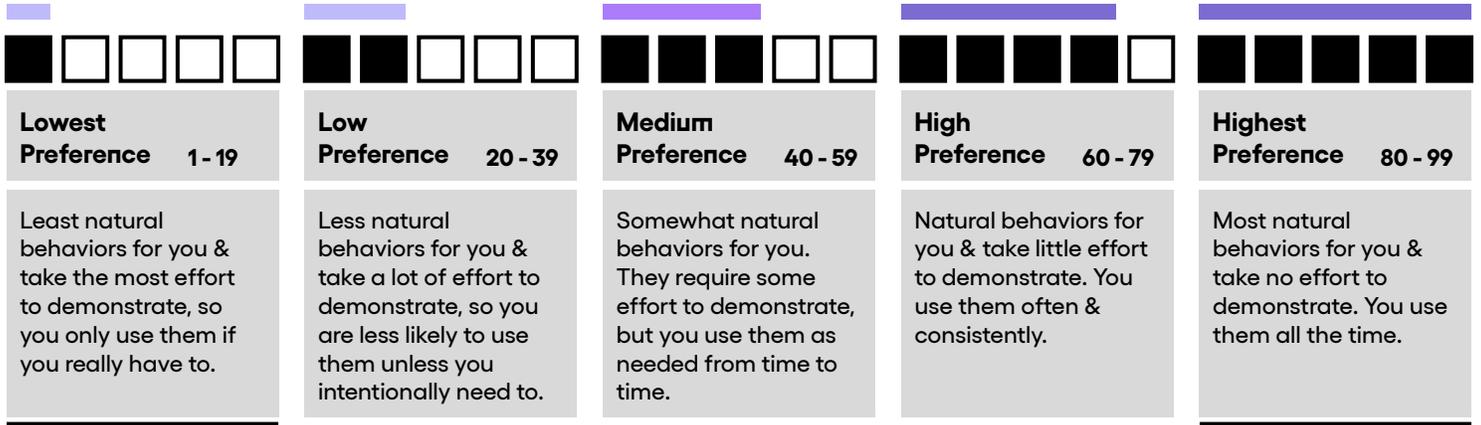
Patience

Cooperation

are all naturally high preferences.

Competency scores are based on your level of preference (≠ability) for each behavior

Here's how to interpret your results



Potential risk if extremely low preferences (1-10) - these behaviors are your absolute least favorite and the last strategy you would ever use, given the option. Very difficult to demonstrate even if you need to.

Potential risk if extremely high preferences (90-99) - you may be overusing these behaviors. Because they are so natural to you, it is very difficult not to demonstrate them or to regulate even when you need to (hard to "turn the dial down").

Your profile on SuccessFinder's competency model is grouped in 5 categories

Solving problems	competencies related to understanding problems & generating solutions and recommendations	Getting work done	competencies related to completing work activities, assignments, tasks, & projects
Working with others	competencies related to building relationships, working with and influencing others	Motivation & drivers	competencies related to getting & staying motivated
Self-management	competencies related to understanding & managing one's personal resources		

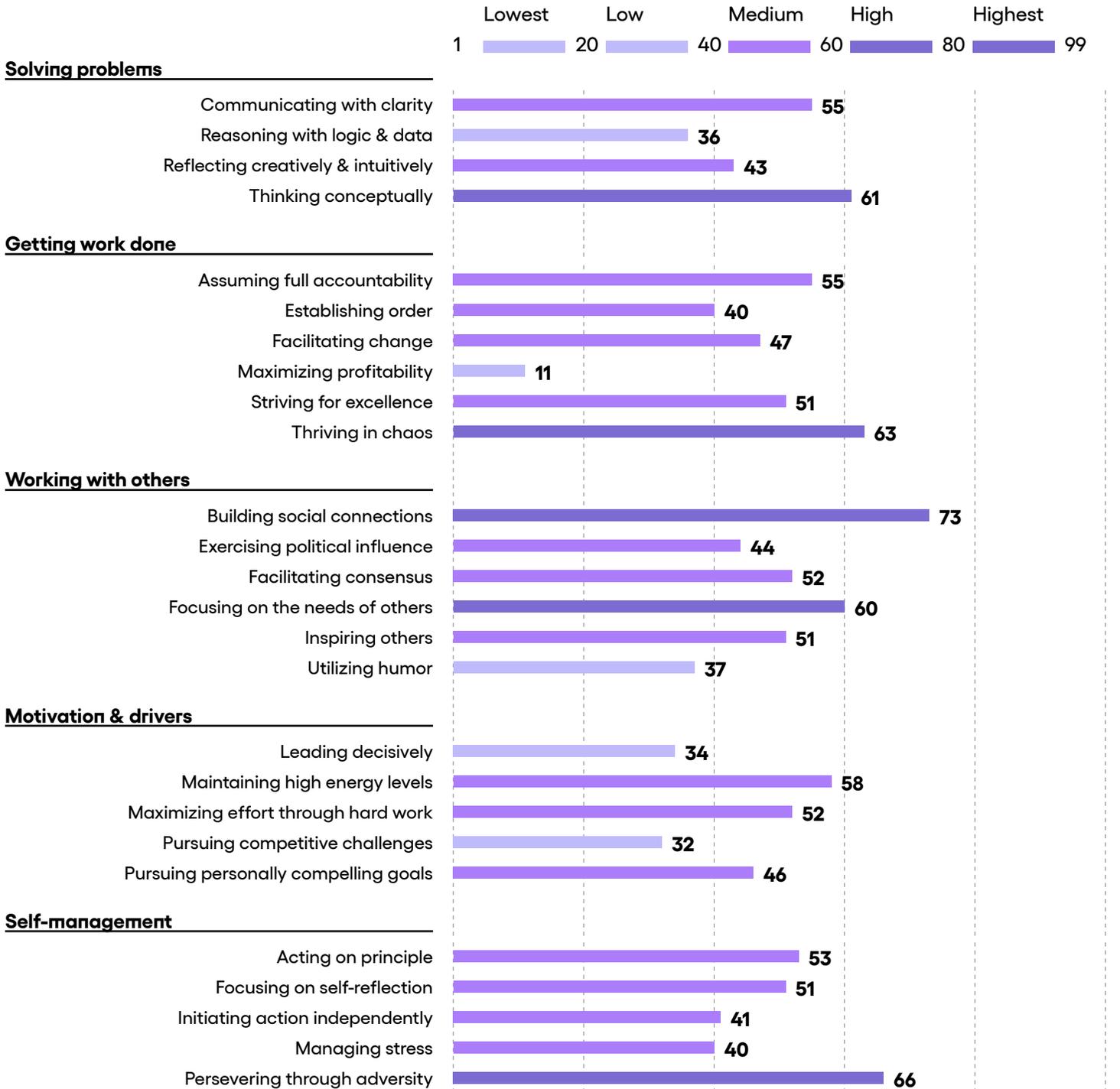
In the following Talent Profile section of this report, discover what sets you apart at work and how you can maximize your contribution to your professional environment.



Talent Profile | Complete competency profile

Here is a graph of your preference level for each of the competencies in this model. Remember, because of the way SuccessFinder is designed, it is not possible to score high on all competencies. Everyone will have some highs, some mediums, some lows across the categories.

Refer to page 5 to guide you through results





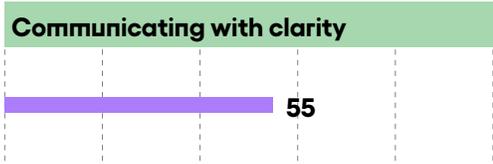
Talent Profile | Detailed competency results by group

This section gives you an in-depth look at your preference for each competency. Each competency is comprised of a combination of traits (in blue) that interact with each other. The description below explains how you express this competency.

Refer to page 5 to guide you through results

Solving problems

Your preference for...



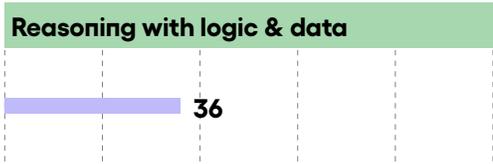
is based on your combination of trait preferences for...



Here's what it means for you

You are also highly expressive on the spot, communicating your opinions openly and persuasively to others. Preferring to convey your points in a simple, direct manner, you don't go overboard using overly sophisticated language that might confuse your audience. You have a strong preference for writing your ideas, thoughts, plans down before you communicate them. **Your simple yet persuasive communication style comes across no matter the audience or channel you use.**

Your preference for...



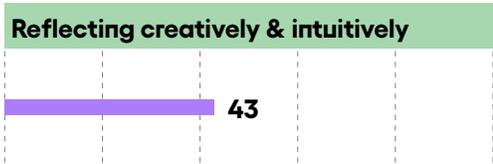
is based on your combination of trait preferences for...



Here's what it means for you

When faced with a problem, you're comfortable reasoning through problems logically to break them down when required, and try to make sure your solutions are realistic. That being said, even if you understand numbers and data, you prefer to rely on the information at hand and will not always back up your recommendations with hard-to-contest facts. Overall, your reasoning may lack some precision that data could provide. **By ensuring you have facts to support your rationale, you can extend the breadth of your analysis and enhance the practical value of your recommendations.**

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

Though out-of-the box thinking is not an immediate preference, you recognize situations that require more imaginative or innovative thinking and draw upon your intuition when needed to help you navigate factually ambiguous situations. You can sometimes get distracted by your ideas, but will nonetheless focus your attention when the situation demands it in order to land on a solution. **Trusting your instincts in situations where limited factual information is available, and placing single focus on a task for longer periods of time, could boost your creativity even further.**

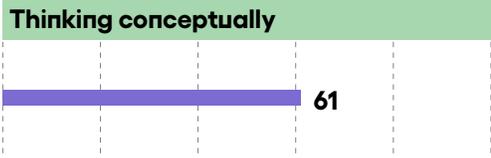




Talent Profile | Detailed competency results by group

Refer to page 5 to guide you through results

Your preference for...



is based on your combination of trait preferences for...

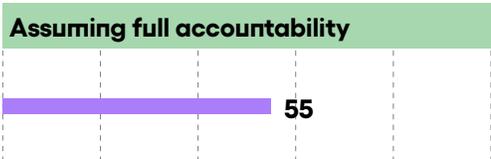


Here's what it means for you

When faced with a problem, you rely on theories, models and best practices to expand your understanding of the overarching concepts that frame it. You need intellectually demanding challenges, in fact, you become quickly bored if you do not feel sufficiently stimulated by your work. However, you typically leverage what you already know about a situation rather than acquiring new knowledge or learning about related subject matters unless required. **By proactively staying up to date on new and relevant knowledge, you may discover information that helps you evolve your understanding of the underlying complexity and concepts of a problem you are facing, as well as enhance the depth of your solutions.**

Getting work done

Your preference for...



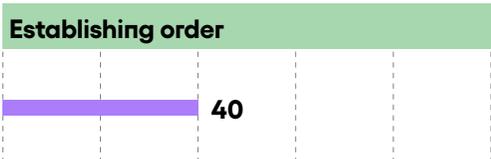
is based on your combination of trait preferences for...



Here's what it means for you

You are comfortable taking on duties beyond your defined scope of responsibilities, even if they sometimes require you to be liable for consequences of others' work. When things go wrong, you hold yourself personally accountable, feeling at fault for not having ensured a better outcome. You are prepared for feedback on how you can improve the next time around, though you can sometimes take it a bit personally. **By proactively stepping up to take ownership beyond your immediate duties, you can demonstrate a greater personal investment in improving collective outcomes.**

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

Goal-oriented, it is important for you to have a clear sense of how you will get to where you want to be in the long-term. When it comes to structure, you are organized when you need to be, following plans as a guide rather than out of necessity. You recognize the value in selecting plans or paths that are feasible and make the most sense to implement. **While you are forward-looking in your approach, by clarifying the plan up front and keeping it as realistic as possible, you can increase your overall ability to establish order in a way that is relevant for yourself and others.**

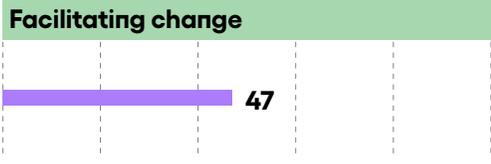




Talent Profile | Detailed competency results by group

Refer to page 5 to guide you through results

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

Naturally flexible, you readily and open-mindedly embrace ways of thinking or doing that are new or even simply different. You also seek out ways to grow the skills of others to entrust them with the new way of doing things or new tasks, empowering them in their own flexibility. However, you are highly cautious when it comes to disrupting the status quo, especially if the risk of failure is costly. **By selectively embracing only the "safe" changes, you may be limiting your ability to adapt in any circumstance or to be a true change agent for others.**

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

You understand the financial implications of day-to-day decisions and possess some awareness of how to increase the bottom line. However, even if there is a possibility for reward, you have a low tolerance for risk and prefer to play it safe. You also are not intrinsically motivated to accumulate significant wealth for yourself. **Your effectiveness at sustaining profitability may be limited by your cautious approach as well as a lower interest to go after more reward than you feel you need.**

Your preference for...



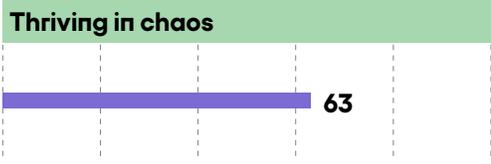
is based on your combination of trait preferences for...



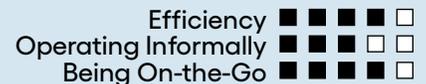
Here's what it means for you

When it comes to tasks and deliverables, you are naturally meticulous and can't help but notice even the smallest details that others would have missed or overlooked. Still, when you feel you have achieved your personal standard, you will be moderately receptive to constructive feedback or criticism from others unless you feel it is legitimate. You see value in delivering great quality, but also are perfectly satisfied when meeting expectations adequately. **By challenging yourself to see how you can increase the overall standard of quality of your work, perhaps even incorporating the suggestions of others on how to do so, you can increase your overall ability to produce truly excellent work.**

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

Highly efficient, you operate with a sense of urgency and make every minute count. You also have a certain agility to maximize your time by operating informally without too much structure or process. Even outside of work you are restless by nature, uncomfortable with idle time and always on the go. **Though you sometimes require a bit more planning and structure to feel comfortable, you are able to efficiently thrive in chaotic situations.**



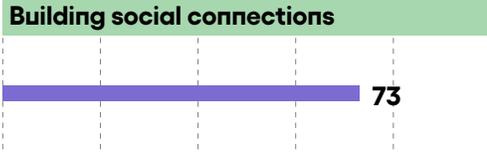


Talent Profile | Detailed competency results by group

Refer to page 5 to guide you through results

Working with others

Your preference for...



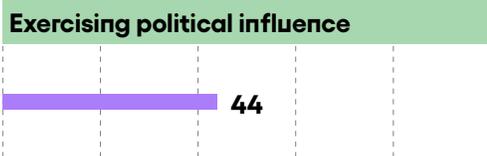
is based on your combination of trait preferences for...



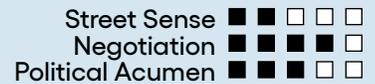
Here's what it means for you

You view camaraderie and social interaction (including team work) to be the best ways to achieve successful outcomes in the workplace. This is less true in your personal life, where time spent with friends is important but not essential to your well-being and happiness. Overall, you will initiate friendly overtures with new people to put them at ease, but don't go out of your way to be outgoing or popular. **While you value work that allows you to interact with others, you could increase your interpersonal impact in a team by seeking out opportunities to cultivating new relationships.**

Your preference for...



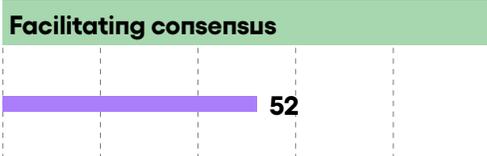
is based on your combination of trait preferences for...



Here's what it means for you

Your influence is achieved by having a smooth ability to reconcile opposing views through the use of keen negotiation. You understand the importance of cultivating relationships that could be beneficial to you in some way, however you prefer to get ahead based on your own merit and ability. In fact, you are very straightforward with absolutely no hidden intent, preferring to give everyone the benefit of the doubt, even when you sense that they are trying to serve their own interests. **Though you value transparency above all, by becoming more attuned to people's unspoken and even self-serving interests and by cultivating beneficial alliances, you can further strengthen your position when negotiating to attain desired outcomes without the risk of being taken advantage of.**

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

Even if the actions of others bring about frustration, you are usually able to remain patient towards them. You are perceptive of others' feelings, particularly those closest to you, and will appropriately demonstrate your empathetic understanding. You are willing to cooperate with others. However you will not accommodate your views for the sole purpose of aligning with the interests of the group. **By accepting that others cannot always meet your expectations, while recognizing when you are causing disharmony, you could contribute to everyone reaching a consensus.**

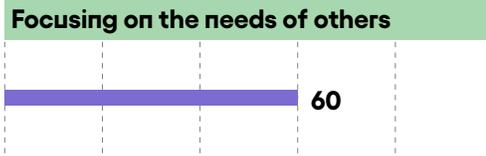




Talent Profile | Detailed competency results by group

Refer to page 5 to guide you through results

Your preference for...



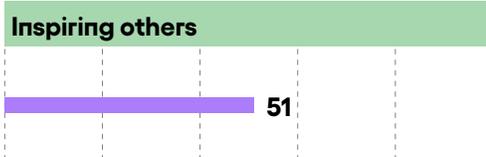
is based on your combination of trait preferences for...



Here's what it means for you

Deeply connected to your community, you proactively get involved in worthwhile causes that are meaningful to you. You put the needs of others first, while providing unconditional help without the expectation of ever obtaining something in return. Possessing a strong sense of humanitarian duty, you feel it is your mission to promote human welfare and serve the injustices and inequities people face in the world at large through your daily work. **Ever conscious of your desire to make a difference in the world, you support worthwhile causes and get involved in humanitarian initiatives, fulfilling your need to selflessly help others on a daily basis.**

Your preference for...



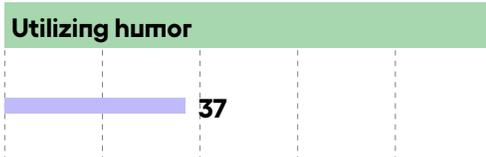
is based on your combination of trait preferences for...



Here's what it means for you

When it comes to your interpersonal impact, you possess a natural social charisma and leave a lasting impression on others, even in the briefest encounters. You also are highly motivated to have others turn to you for guidance, leadership and to let you influence their actions towards accomplishing a desired outcome. Surprisingly, you are uncomfortable if the spotlight is on you, and prefer to stay in the background in social situations. **While you possess a strong social charm, you could increase your effectiveness at inspiring others to follow your lead by creating greater visibility around yourself and your accomplishments.**

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

Your overall approach to life is receptive, as you welcome humor and enjoy the positive feelings that it brings. While you don't go out of your way to bring humor into every situation, you enjoy being around others that do. Despite this easy-going side, you get restless and might quickly switch back to business and a "go-go-go" pace rather than leaning into that relaxed feeling or moment. You also tend to be very selective when it comes to openly expressing your true feelings in these situations. **This more constrained and no-nonsense approach may at times prevent you from prolonging the enjoyment of these positive moments, or even cutting them short for others.**



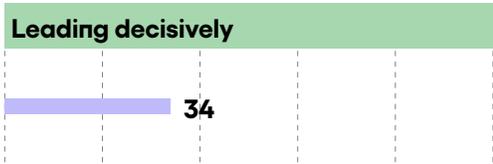


Talent Profile | Detailed competency results by group

Refer to page 5 to guide you through results

Motivation & drivers

Your preference for...



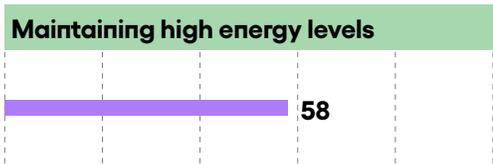
is based on your combination of trait preferences for...



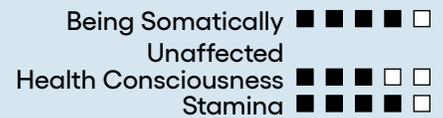
Here's what it means for you

If required, you are comfortable when given the authority to exercise control over a situation or outcome—but don't actively seek to be in a position of power. In fact, when your position on a topic or situation is being challenged, you tend to avoid confrontation rather than asserting your side or defending yourself. You also don't enjoy making decisions on the spot and tend to hesitate until you have weighed your options. **When it comes to decisive leadership, to make an impact you will need to assert yourself when challenged and take the necessary decisions to set the direction and keep things moving forward.**

Your preference for...



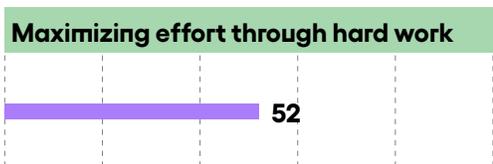
is based on your combination of trait preferences for...



Here's what it means for you

Your mental and physical energy levels are consistently high throughout the day—you have the natural stamina to outlast most people. Even when you feel a little unwell or there is some stress in your life, you do not get overly concerned by it and refuse to let it slow you down. When possible, you try to adopt health-conscious behaviors to maintain your energy. **Overall, with your natural endurance, you bring a lot of energetic enthusiasm to nearly everything you do.**

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

A willing contributor, you work hard to give your full effort when the situation requires it, but are not "all in" by default for any task or aspect of your work. Still, when things are not going well, you become fully engrossed in your work, working harder and longer—even finding it difficult to pull yourself away from work. Focusing on your career also gives you a lot of satisfaction, so you're prepared to commit to it fully in terms of where you put your time. **Naturally career-focused and more than willing to devote your time to work, you will give the effort required until the results and outcomes are achieved.**





Talent Profile | Detailed competency results by group

Refer to page 5 to guide you through results

Your preference for...



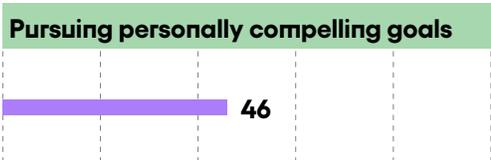
is based on your combination of trait preferences for...



Here's what it means for you

When it comes to your ambitions, you challenge yourself but stay realistic in what you pursue. However, you are conflicted when faced with the sacrifices required to achieve your biggest aspirations, reluctant to pay the price to attain the highest levels of success. Engaging in direct competition with others to succeed is also completely unmotivating for you. **By aiming for bolder ambitions and resigning yourself to the cost that may come with pursuing them, including fighting for what you want, you can increase your ability to achieve things that are truly exceptional.**

Your preference for...



is based on your combination of trait preferences for...

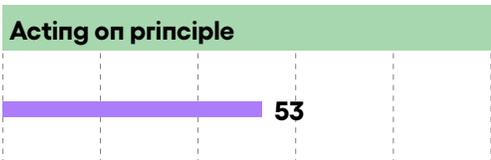


Here's what it means for you

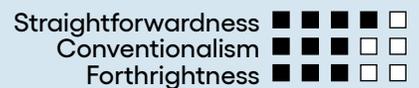
Living up to your fullest potential is a nonnegotiable as you challenge yourself to become all you can be. A long-range planner, you strategically set clear goals to establish a 'vision' as to where you want to be in the future. You sometimes seek to understand the greater significance or deeper purpose of what you are doing, but don't need to know the answer to feel satisfied in your work. **With your natural ability to envision a compelling future for yourself, you leverage a clear direction to propel yourself forward and become all you can be.**

Self-management

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

You are accepting of conventional social rules, and prefer to abide by those that do not contradict your inner values and that make sense to you. Straightforward, you believe that it is best to be transparent at all costs and assume that others operate in the same, sincere manner. While your conduct tends to be guided by your conviction to do the 'right' thing, you are discerning even when it comes to your own principles based on the situation. **By adhering not only to your own sense of propriety, but to what may be aligned with conventional societal expectations that are right for others as well, you could demonstrate a more progressive personal value system to anchor your conduct.**

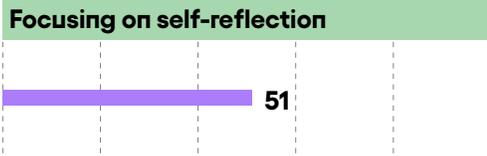




Talent Profile | Detailed competency results by group

Refer to page 5 to guide you through results

Your preference for...



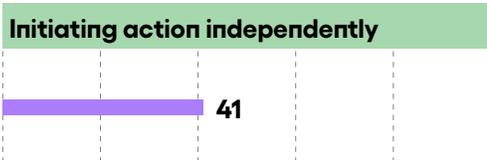
is based on your combination of trait preferences for...



Here's what it means for you

Introspective, you have a clear sense of who you are, while curious to understand more about yourself every day. You accept your shortcomings, viewing self-criticism as counterproductive to dealing with mistakes. Nonetheless, when things go wrong you typically assume you are at fault in some way, shouldering some or all of the blame even when it is out of your control. **By refraining from indulging in self-blame when things don't go as planned, you can adopt a more constructive and fair approach to managing how you view yourself.**

Your preference for...



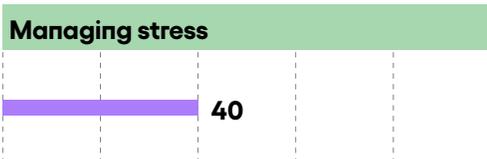
is based on your combination of trait preferences for...



Here's what it means for you

While you're not seeking thrills and excitement every day, you still look to experience some action at work from time to time. You are comfortable initiating the first steps of certain projects or tasks, but will wait for the "green light" from others if you don't feel you can say when to start. However, you feel uncomfortable launching into action without first seeking some support or approval from others on the approach you wish to take. **By trusting yourself to act independently, especially for projects outside your comfort zone, you could initiate the first actions that will give them the momentum they need to get off the ground, even when others are not available or able to provide the support you seek.**

Your preference for...



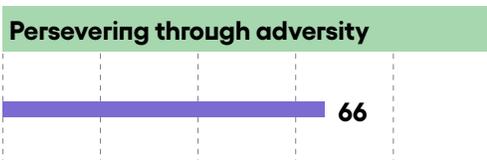
is based on your combination of trait preferences for...



Here's what it means for you

While you recognize that stress can wear you down if you're not careful, you do enjoy some pressure from time to time. However, you are a worrier, often unnecessarily anticipating the worst-case scenario, however unlikely. If things do go wrong and you feel criticized, you can sometimes let it get to you and take it a bit personally. **By identifying which comments or situations trigger your reactions most, and resisting the urge to indulge in your anxious thoughts, you can more effectively regain your composure even when you feel pressured or worried.**

Your preference for...



is based on your combination of trait preferences for...



Here's what it means for you

Disciplined, you sustain a natural willpower to finish what you start once committed. Determined to persevere in the face of setbacks, you redouble your efforts to overcome all roadblocks. You are unafraid of failure and rise to meet challenges or obstacles with an unwavering optimism that you will overcome them. **An optimist at heart, you persevere in all that you do, motivated to overcome any adversity that comes your way.**





Predictive Insights | Ladder of Leadership

SuccessFinder has studied top managers, directors, executives and even CEOs to understand the key competencies that are related to the highest level of performance at each level of leadership. The result: A Ladder of Leadership framework that provides individuals and organizations with actionable data to understand specific leadership transitions, as well as how to target development at each level for success.

Why a ladder?



Everyone brings their unique leadership style to their role, no matter what their responsibilities are. Still, there are formal leadership step-changes that come with moving from individual contributor to people manager, from manager to executive, and from executive to the top of an organizations c-suite. The higher you go up the ladder, the more your formal leadership responsibilities and the scope of your role will increase.

Each level has specific competencies to target for success



First/intermediate-level leaders (managers, directors) don't have quite the same job description as Senior-level leaders (senior directors, AVPs, VPs) or C-level leaders (senior executives, c-suite, presidents). Each level has its own set of requirements to tackle the responsibilities, the type of people they supervise, and the way they get their work done. Therefore, each has a specific set of key competencies that are important to do that role successfully.

- Ask yourself – how much do my competency preferences fit with my current level or the level I am seeking next?

Moving to a new level means focusing on different competencies



While some competencies may remain important from one level to the next, others are unique & important at only one level. They won't be needed as much at the next level and it will therefore be important to prepare to adjust your behavior accordingly. The role has changed and you may need to leverage new behaviors to be successful.

- Ask yourself – If I move up, what strengths can I keep using, which will be less relevant and what competencies should I target for development, since I'm currently not using them as much.

Leading Decisively

Thriving in chaos

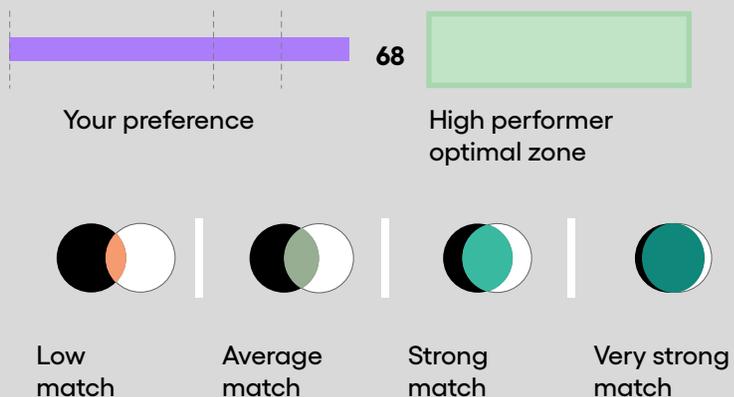
2 competencies are "fundamental" across all levels

These are the baseline competencies any people leader should demonstrate and that are important at every level. From the moment that an employee becomes a people manager and even as they transition to consecutive levels up the chain, these two key competencies contribute the most to high impact leadership.

Here's how to interpret your results

Each competency of a level will show your preference compared to the preference of typical high performers at this level.

You will also see your overall match with a level in terms of how much your competency preferences are similar with top performers.





Predictive Insights | Ladder of Leadership

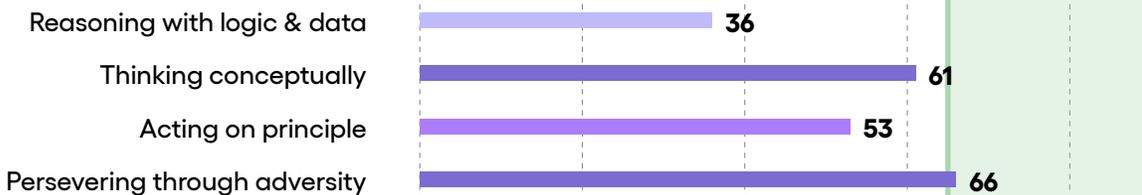
First/ intermediate-level (managers, directors)

Most would agree that managers make sure day to day tasks get carried out and that projects are moving forward. They closely manage the activities of their team. Really, they need to rally the troops. To do this, they align with and communicate directions and decisions taken one level above. They build a common understanding of the tasks and projects to be accomplished with the members of their team.

Refer to page 5 to guide you through results



Important at this level and next level up



Uniquely important at this level



Foundational at all leadership levels



Strong match overall with the competencies at this level of leadership



You have 4/9 natural strengths at this level (competencies that are in the optimal high performer zone). These are natural preferences that are strengths you can leverage at this level since they contribute to success.



You have 2/9 potential gaps (low or lowest preferences) at this level. These are areas that might challenge you more and represent potential risks at this level for you. However, because these are broad levels of leadership, the impact of these gaps will depend on your specific role or work context, function, division.

Remember, there is no such thing as a "perfect match"

- Most leaders at this level have 3-4/9 strengths
- Top performers at this level have 5-6/9 strengths

- Most leaders at this level have 2-3/9 gaps
- Top performers at this level have 0-1/9 gaps



Predictive Insights | Ladder of Leadership

Senior-level (senior directors, AVPs, VPs)

Executives formulate and implement the strategic plan that guides the direction of the business or their area of responsibility. They exercise leadership with regards to other leaders (manage not just one team, but a team of managers/directors who themselves manage several teams)

Refer to page 5 to guide you through results



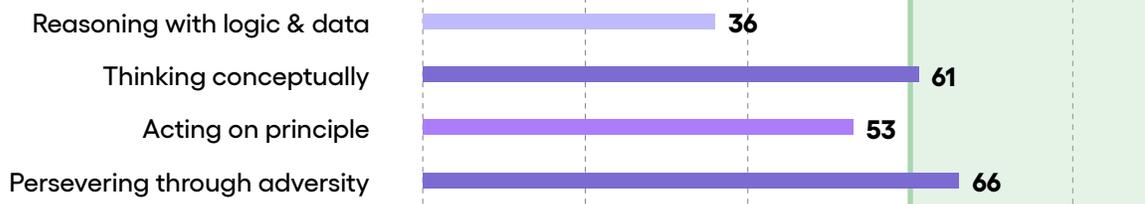
Important at this level and next level up



Uniquely important at this level



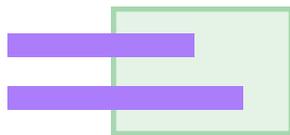
Important at this level and the level below



Foundational at all leadership levels



Strong match overall with the competencies at this level of leadership



You have 4/10 natural strengths at this level (competencies that are in the optimal high performer zone). These are natural preferences that are strengths you can leverage at this level since they contribute to success.



You have 2/10 potential gaps (low or lowest preferences) at this level. These are areas that might challenge you more and represent potential risks at this level for you. However, because these are broad levels of leadership, the impact of these gaps will depend on your specific role or work context, function, division.

Remember, there is no such thing as a "perfect match"

- Most leaders at this level have 3-4/10 strengths
- Top performers at this level have 5-6/10 strengths

- Most leaders at this level have 2-3/10 gaps
- Top performers at this level have 0-1/10 gaps



Predictive Insights | Role fit

SuccessFinder's approach to predicting success & satisfaction

Success & satisfaction are maximized when **your natural preferences match with the kind of work to be done** and **your career interests match with the kind of work to be done**

- Just because you're naturally good at something doesn't mean you're passionate about it / interested in doing it as a career.
- Just because you're interested in/passionate about something doesn't mean it will come naturally to you or that it will be easy to do it well based on your style.
- When SuccessFinder shows you a Match, we are showing you where you have BOTH the preferences and the interests for a given type of work or role.

Match = resemblance to a success profile

We study people who are said to be highly successful and satisfied in their jobs.

For each job (ex: Brand Management) we want to know: what do those who do really well have in common? This study reveals the unique "recipe for success" in the role.

Characteristics of high performers in a role

Your profile on those characteristics

Match Level = overlap

We don't take into account your experience or past performance in a role.

Here's how to interpret your results

More common		More rare	
<p>Low match 1 - 39</p> <p>FEW natural preferences shared with high performers and will likely need to put in significant behavioral effort for success & satisfaction in this role.</p>	<p>Average match 40 - 59</p> <p>SOME natural preferences shared with high performers and will likely need to put in moderate behavioral effort for success & satisfaction in this role.</p>	<p>Strong match 60 - 79</p> <p>MANY natural preferences shared with high performers and will likely need to put in little behavioral effort for success & satisfaction in this role.</p>	<p>Very strong match 80 - 99</p> <p>NEARLY ALL natural preferences shared with high performers and will likely need to put in almost no behavioral effort for success & satisfaction in this role.</p>



Predictive Insights | Role Fit selection

The roles presented below were specifically selected for the purposes of this assessment exercise. Remember, these match levels do not take into account your knowledge, skills or past experience in these roles. They are based on your natural preference for specific behaviors shown to be related to success in the role.

Match level - refer to previous page to guide you through results



Strong Match – High probability of success & satisfaction
Profile shares most natural preferences with high performers

Head of Regional Sales



IT Specialist



Account Manager, Client Success



Average Match - Average probability of success & satisfaction
Profile shares SOME natural preferences with high performers and will likely need to put in moderate effort to consistently demonstrate key behaviors in this role.

Manager, Finance - Divisional



Director, Finance/Corp. Controller





Take Action | How to approach development & growth

Becoming aware of your profile to maximize your self-understanding was the first step. Review the 3 steps below to start your reflection on how you will approach your development and move into action. **Remember, there are no good or bad profiles, just different unique starting points for each individual.**

1 Tap into / Lean into what you're naturally great at

Where to look

60 80 99

Choose from your high or highest preferences. They are your favorite, most natural behaviors and have likely already played an important part in your success.

SuccessFinder tips

- We're often our worst critic. Having trouble making the connection between your strengths and the contribution they bring? Ask for feedback from those who work with you on a daily basis. They will surely give you more concrete examples than you expected.

2 Identify "step-changes" that are relevant to the demands of your role / context – what should you get better at?

Where to look

40 59

Choose from your medium preferences. They don't require too much effort for you to demonstrate, and you have a great base to start from. These behaviors are not new to you.

SuccessFinder tips

- Narrow scope of targets to develop that will positively impact your success. Get specific. Prioritize.
- Choose your method based on how you like to learn (Reading? Classes? Practice?)
- Make sure you have opportunities to demonstrate the behavior so that you can track your progress.

3 Identify areas that are far from your comfort zone, but that you'd like to grow into. This is not about "doing more" – it's about "becoming".

Where to look

1 20 39

Choose from your lowest or low preferences. They are less natural to you and require a lot of effort to demonstrate. You need to intentionally get out of your comfort zone to do them – you may sometimes avoid them. Honor your starting point – these behaviors may be new to you.

SuccessFinder tips

- Don't focus on progress yet. This is an invitation to explore what you want to approach differently.
- Explore your history – how did these behaviors become your least favorite? What are your triggers?
- Choose your teacher carefully. Don't look for someone who is naturally great at this behavior – for them it's effortless. Learn from those who started where you are and made meaningful progress.





Take Action | Development guide on targeted competencies

Maximizing profitability

Refers to the natural preference for identifying and taking calculated risks towards profitable financial opportunities to achieve high financial worth. It is an astute awareness of the profitability of different actions or decisions and a readiness to seize potentially lucrative opportunities that could maximize one's personal wealth or financial independence.

How you approach this competency

Your preference for...

Maximizing profitability



is based on your combination of trait preferences for...

Profit Awareness

Risk-Taking

Wealth

Here are some actionable options to work on the behavioral traits that make up this competency

Profit Awareness

- If you have a colleague with keen profit awareness, try to obtain their feedback when you are evaluating the financial side of a project or initiative. Invite them to critique your approach and to share what elements they focus on most.
- When you receive information about how much something will cost, try to evaluate other options and compare the market value. Do your due diligence to uncover what something is worth and compare against what it costs. Don't be scared to negotiate if there is a difference in what you find.
- Before committing significant effort to a project, write down all the costs against the benefits of doing the project—this includes converting time into its monetary value. Make a calculated decision about initiating the project using this information.

Risk-Taking

- Risk-taking, as we define it, is not about taking unmeasured or irresponsible risks, it is about taking calculated risks. When faced with a difficult decision scenario, invest time into your analysis of the different alternatives you face. The better you understand the possible outcomes associated with each alternative the less risky the decision will seem. Then, make the best decision you can with the information available to you.
- Are there downsides to being overly prudent and cautious? You may be exaggerating the amount of risk involved or the consequences of what might happen in the “losing” scenario. Think about missed opportunities that were caused by an overly cautious approach. Try to envision the positive impacts of what can be gained by taking this chance.
- Risks are not only associated with taking different alternative courses of action, there are also risks associated with doing nothing, taking no action. When you consider the risks of different possible decisions or scenarios, also consider the risks of inaction. Recognize that doing nothing could be equally or exceedingly risky for you, your career or your organization.

Wealth

- Some people are simply not interested in money beyond the minimum to stay comfortable. Personal wealth may not be a driver that affects your actions or decisions. You may even hold a negative belief around the value of money, or have fears regarding money dating back to your upbringing or parents' approach to wealth and finances. Take the time to examine some of your beliefs around money and what place it has in your life and career.
- While you may not be motivated by money specifically, money can be an enabler for many things that you are motivated to accomplish in your life. Define your personal and life objectives—e.g. to buy a house, to buy a car, to save for your child's education or inheritance, etc. These objectives have a cost associated with them, and only through increasing wealth will you be able to satisfy their financial price tag. Think of wealth as an enabler for other more meaningful aspects of your life and career.





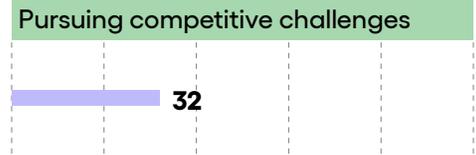
Take Action | Development guide on targeted competencies

Pursuing competitive challenges

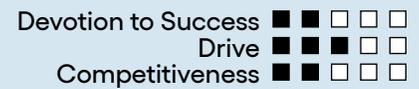
Refers to an inner desire and ambition to get to the top and be “the best”. It means wanting to achieve something beyond previous achievements, something exceptional that no one else has tried or succeeded at yet even if it seems out of reach. It is a firm belief that a competitive win/lose approach will secure success by pushing people to reach for ever-greater achievements.

How you approach this competency

Your preference for...



is based on your combination of trait preferences for...



Here are some actionable options to work on the behavioral traits that make up this competency

Devotion to Success ■ ■ □ □ □

- What does career success mean to you? Take time to reflect on this question and define career success in your words. Is it more traditional (Climbing the corporate ladder? Surpassing what others before you have been able to achieve? Feeling fulfilled and stimulated but not overly stretched?). The clearer you are about what career success is and isn't for you, the better you will understand and be willing to make the sacrifices required to achieve it.
- Share your definition of career success with colleagues and bosses. Success is not the same for everyone, and by sharing your definition of career success, you will clarify your intentions and help others manage their expectations of you. For managers, this can be particularly useful in discussing career planning and professional transitions that are right for you.

Drive ■ ■ ■ □ □

- Find motivation through ambition. Challenge yourself to set goals for professional achievement that are intentionally higher than what is typically normal for you. Pursuing more difficult tasks and challenges can have a motivating impact on yourself and your team, increasing your engagement and commitment toward achieving extraordinary results.
- Give purpose to your career ambitions. How can the achievement of exceptional success in your role help you fulfill your interests and ambitions outside of the workplace? For example, by consistently exceeding you may find it easier to negotiate salary, vacation or other work benefits in your favour, greatly improving your ability to find satisfaction in all areas of your life.
- Find someone with whom you can validate your professional goals and objectives. Ask them to challenge you: are you being bold enough? Often we feel we have set the bar high, but we may still be playing it too safe. A fresh perspective can help you push yourself further than you thought possible—which could positively alter the course of your career.

Competitiveness ■ ■ □ □ □

- Perhaps you don't feel you have a competitive advantage when compared to others doing the same job as you. Who do you feel is the “best” at it right now? Start by listing how you differ from them—rather than trying to surpass them or take away from their success. See what you bring to the table that they may struggle with, figure out what makes you unique and indispensable. Focus on developing those aspects more so that you can excel without feeling like you are trying to “beat” someone or “steal” their success.
- Competition can keep work exciting and challenging in ways you might not expect. While you may not be the competitive type, you can use a competitive situation to get you out of your comfort zone. If you saw your counterpart boldly go after something that you were always hesitant to do and then it paid off, use that as motivation to start competing for what you want.





Take Action | Development guide on targeted competencies

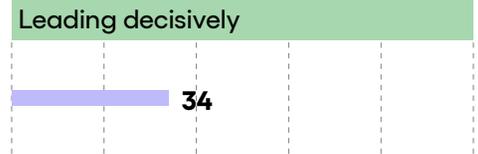
- Throughout your career, competition may be required to get ahead. To shy away from competing on a project, for a promotion or dream job because another colleague was fighting for the same thing also may come with significant consequence. Try to be aware of moments when you have avoided competition. Consider the possible short—and long-term implications that your avoidance could have on your career success and development.

Leading decisively

Refers to the desire, or even need, to have a strong influence over the direction of activities and outcomes. The focus is on making decisions, rendering judgments, and asserting one's position in order to keep things moving forward. It reflects a strong preference to be in charge of what happens, including exerting a formal authority over others, and to make tough decisions and stand by them, even in the face of fierce resistance.

How you approach this competency

Your preference for...



is based on your combination of trait preferences for...



Here are some actionable options to work on the behavioral traits that make up this competency

Decisiveness ■ ■ □ □ □

- Make a list of difficult decisions that you faced in the past. Identify those that you faced head on and those you avoided or hesitated for a long time on. Consider which strategy was more effective. Think about what helped you face up to difficult decisions and what helped you solve them effectively. Decisions bring resolution that can prove to you how much influence you can have on outcomes that affect you.
- The most decisive individuals recognize the risk of not acting. Hesitating for too long can cause opportunities to be missed. Often there is a window of time in which a decision will have the most positive impact on an outcome. Sometimes it is better to jump in and be wrong but to have at least moved a situation forward in some way. The energy you invest in evaluating if it is the right decision could be more costly than what you can gain from actually making the decision and learning from its outcome.
- Are you a victim of “analysis paralysis”? Keep in mind that anyone with an unlimited time and all the necessary information could make an absolute best decision. The reality is that decisiveness requires being the one who can act the soonest, with a certain level of accuracy and with limited data. Don't let your fear of “being wrong” interfere with making decisions.

Assertion ■ □ □ □ □

- You don't have to be confrontational to be assertive. Being assertive is about finding the right balance between your rights and the rights of others and being straightforward about it. To find this balance, it's crucial that you understand what you want, your limits and your needs. Prepare your thoughts on what your stance is and why it is important. Exercise saying it out loud until it becomes natural. Once that is clear for you, the next step is to communicate it in a clear and tactful way.
- Assertion takes courage—the courage to potentially stand alone with an unpopular opinion. Rather than see it as a potential for conflict, see it as an opportunity to bravely step up to the plate. Be bold—you may be surprised that others are not only receptive but encouraging of a dissenting opinion to take the conversation further and bring a different perspective to the conversation.
- You may find it hard to assert where you stand or your disagreement with a decision or situation—defaulting to being accommodating or agreeing to avoid a potential confrontation. While this may not be over important issues most of the time, it is important to push back when it matters to you. Otherwise, others may not even be aware of how you feel and make decisions without taking this into account.



Take Action | Development guide on targeted competencies

Power



- Being in a position of authority can be tough, but it can also be rewarding to have the power to drive the boat and the people on it in the direction it needs to go. What is your approach to “being in charge”—how do you interpret this? Examine if you have any reluctance to being in that position and why that may be—what is holding you back from assuming control?
- Your preference might be to exercise a very inclusive, consultative leadership style. There may, however, be moments when you will need to take a more firm control of the outcomes and address things quickly and firmly. To practice this, manage a task force on a difficult and time-sensitive assignment or oversee a change management project with a particularly resistant group.



